

## Message Text

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ACTION ARA-10

INFO OCT-01 ISO-00 /011 W

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R 052218Z JAN 76

FM AMEMBASSY CARACAS

TO SECSTATE WASHDC 1429

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STADIS//////////

FOR ASSISTANT SECRETARY ROGERS

E.O. 11652: N/A

TAGS: AMGT, XM, VE

SUBJECT: REORGANIZATION OF ARA

REF: STATE 304849

1. IT SEEMS TO ME THAT THE PLACE TO BEGIN FUNCTIONALIZING THE BUREAU IS IN THE FRONT OFFICE. YOU WILL WANT TO BE CAREFUL THAT THE RESULT OF "LEAN BILATERAL STAFFS" REPORTING TO DEPUTY ASSISTANT SECRETARIES IS NOT THE CONVERSION OF THESE LATTER FUNCTIONARIES INTO OVERBLOWN COUNTRY DIRECTORS. I WOULD GO THE OTHER WAY:

-- RETAIN THE DESK OFFICERS, PERHAPS REDUCING THE NUMBERS BY COMBINING COUNTRIES;

-- DEPOSIT THE DESK OFFICERS IN THREE LARGE REGIONAL OFFICES (MIDDLE AMERICA, EAST AND WEST COAST) WHOSE CHIEFS WOULD BE ADMONISHED TO LET THEM BE TO THE GREATEST EXTENT POSSIBLE;

-- GIVE THE PRINCIPAL DEPUTY ASSISTANT SECRETARY GENERAL SUPERVISORY RESPONSIBILITY OVER THESE OFFICES BUT WITH NO EXPECTATION THAT HE WOULD FOLLOW THEIR DAY-TO-DAY ACTIVITIES.

THIS SCHEME FOR HANDLING BILATERAL AFFAIRS ASSUMES THAT WE NEED LIMITED OFFICIAL USE

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DESK OFFICERS TO PERFORM THE MYRIAD CHORES THAT COME UP IN

COUNTRY-TO-COUNTRY RELATIONS--CHORES THAT ARE DIFFICULT TO CATEGORIZE AND EASY TO LET SLIP. IT ALSO ASSUMES THAT THEY ARE CURRENTLY OVER-SUPERVISED AND LAYERED DOWN.

2. I WOULD ALSO GIVE THE PRINCIPAL DEPUTY RESPONSIBILITY FOR CONGRESSIONAL AFFAIRS AND MULTI-LATERAL POLITICAL AFFAIRS. THE ECONOMIC DEPUTY WOULD REMAIN WITH THE EXPANDED OBLIGATIONS YOU HAVE GIVEN AL FOR BILATERAL PROBLEMS. THE THIRD DEPUTY WOULD HANDLE PLANNING AND PUBLIC AFFAIRS. THIS FRONT OFFICE ARRANGEMENT SEEMS TO ME DESIGNED TO GET THE PRINCIPALS FOCUSED ON FUNCTIONS AND CONCEPTS RATHER THAN DAILY OPERATIONS. YOU MIGHT GO A STEP FURTHER BY ESTABLISHING THOSE "LEAN STAFFS" ON THE FUNCTIONAL RATHER THAN THE GEOGRAPHIC SIDE, MAKING THEM DIRECTLY RESPONSIBLE TO THE DEPUTY ASSISTANT SECRETARIES WITHOUT INTERVENING LAYERS.

3. I THINK YOUR OTHER IDEAS ARE FINE. WE NEED A SMALLER BUREAU WITH ITS EYE ON THE REAL PROBLEMS. I CAN ONLY ADD THE SUGGESTION THAT ARA LOOK FOR A WAY TO PARTICIPATE MORE MEANINGFULLY IN THE PROGRAMMING OF KU RESOURCES FOR EDUCATIONAL AND CULTURAL EXCHANGES WITH LATIN AMERICA. THIS IS AN IMPORTANT AREA WE HAVE LONG NEGLECTED.

4. AS YOU KNOW, I INCLINE MYSELF TOWARD THE MORE RADICAL SOLUTION OF A DEPARTMENT OF STATE ORGANIZED PRIMARILY ALONG FUNCTIONAL LINES. BUT NEVERTHELESS YOU ARE UNQUESTIONABLY RIGHT THAT THE GEOGRAPHIC BUREAU IS HERE TO STAY FOR SOME TIME TO COME.  
SHLAUDEMAM

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